COURSE DESCRIPTION: The study of contemporary theories of management and supervision as they relate to law enforcement. Management concerns considered include planning, motivation, organizational communication, discipline, productivity, ethics, conflict, and job stress. Consideration of systems theory and systems analysis as useful tools for management is given. A review of human resource management, labor relations, and financial management will be completed. Current issues may be addressed.

COURSE GOALS:

To examine in a learning environment:

1. fundamental concepts relating to systems theory, theories of management, organizational theory, management functions, motivation, productivity, planned change, conflict, and organizational communication;
2. the application of professionalism, ethics, discipline, stress management, and labor relations to police organizations; and
3. the skills of research and professional writing in relation to hypothesis testing.

STUDENT LEARNING OBJECTIVES: At the end, the student should be able to:

1. Demonstrate an understanding of the operation and purposes of the major components of the criminal justice system (i.e. Police for this class)
   a. compare the various theories of management and leadership,
   b. apply major systems analysis terms,
   c. illustrate the relationship of motivation to commitment to goals,
   d. critically discuss the current issues of professionalism, ethics, job stress, and conflict,
   e. define and discuss the concepts of planned change, and

2. Demonstrate the ability to apply professional standards of writing and research to criminal justice issues

MAJOR COURSE REQUIREMENTS:

Each student is expected to:

1. attend class regularly,
2. participate in class discussions,
3. comprehend information contained in assigned texts and class presentations,
4. complete two examinations,
5. engage in an original library research project, and
6. complete a Civic Engagement Project (or substitute).

Specific assignment sheets will be distributed to explain the Article Critiques and Community Project. These
will have specific due dates and late work will be penalized.

Students will be evaluated on their performance on two midterm and one final examinations and completion of a series of homework assignments. The latter will require original library research and the production of a thesis sentence, research paper outline, and a research paper. The examinations will be multiple choice or other forms of short answer questions. The grading formula is below:

- Two (25% each) 50%
- Two Critiques (20% each) 30%
- Civic Engagement Project 20%

Grades (letter) will be assigned according to the following: 90-100 = A, 80-89 = B, 70-79 = C, 60-69 = D, 59 and below = F.


Attendance/Tardiness: Attendance is expected. It will be important for participation in the research project and for that portion of your grade. Remember that usually 50 percent of all test material will come from lecture. Roll will be taken until the class list is finalized. After that, I refuse to be a prison guard for intelligent, competent, adults and will not take roll. If you come in late to class or must leave early, please do so quietly as to not disturb the process of the class.

Missed Examinations and Late Work: If you must miss a test due to a family emergency, job duty, or illness that you are aware of before the test, you must notify me and make arrangements for a make-up test. If a true, unexpected emergency occurs, you should contact me as soon as you can after the test is missed. My expectation is that you will take the test at your earliest opportunity to do so. Do not let a lot of time go by as you need to move on to the next assignment and test.

Class assignments that are turned in late will be penalized. Work that is turned in late within three days of the assignment due date will be penalized 5 points. Work that is turned in late 4 days to 7 days late will be penalized 10 points. An additional 10 point penalty will be taken for each week or partial week the assignment is late after the seventh day. The late penalty may not exceed a maximum of 50 points. I will consider exceptions to this policy based on events beyond your control. I reserve the right to make a judgment in each case concerning such events. Remember, work turned in late is better than work not turned in at all.

Cell Phone/Electronic/Device Usage: Please, turn off all personal communication devices when you enter the classroom so that our time is not interrupted. It is permissible in my classes to use laptop or other computing devices to take notes. Other uses of such devices during class time is not acceptable behavior.

Academic Integrity/Plagiarism: University students are expected to conduct themselves in accordance with the highest standards of academic honesty. Academic misconduct for which a student is subject to penalty includes all forms of cheating, such as illicit possession of examinations or examination materials, falsification,
forgery, complicity or plagiarism. Plagiarism is the presentation of the work of another as one's own work. It is a major academic offense and can result in your receiving no credit for the assignment or worse. It is the student's responsibility to know the rules (catalog and student handbook) on plagiarism. Do not use more than three words of another author's work without using quotation marks and a citation. Also, provide citations for all material you used but converted into your own words. This includes any fact or opinion you found in your research within someone else's work. Give credit where it is due. Academic misconduct may result in the assignment of a grade of zero (0) on an assignment or test, failure in the course as a whole, or recommendation for removal from the University based on the seriousness of the action.

**Dropping a Class:** I hope that you never find it necessary to drop this or any other class. However, events can sometimes occur that make dropping a course necessary or wise. Please consult with me before you decide to drop to be sure it is the best thing to do. Should dropping the course be the best course of action, you must initiate the process to drop the course by going to the Student Services Center and filling out a course drop form. Just stopping attendance and participation WILL NOT automatically result in your being dropped from the class. July 24, 2017 is the last day to drop a class with an automatic grade of “W” this term. August 2, 2017 is the last day to withdraw from the University.

**Statement of Civility:** Texas A&M University-Corpus Christi has a diverse student population that represents the population of the state. Our goal is to provide you with a high quality educational experience that is free from repression. You are responsible for following the rules of the University, city, state and federal government. We expect that you will behave in a manner that is dignified, respectful and courteous to all people, regardless of sex, ethnic/racial origin, religious background, sexual orientation or disability. Behaviors that infringe on the rights of another individual will not be tolerated.

**Grade Appeal Process.** As stated in University Procedure 13.02.99.C2.01, Student Grade Appeal Procedures, a student who believes that he or she has not been held to appropriate academic standards as outlined in the class syllabus, equitable evaluation procedures, or appropriate grading, may appeal the final grade given in the course. The burden of proof is upon the student to demonstrate the appropriateness of the appeal. A student with a complaint about a grade is encouraged to first discuss the matter with the instructor. For complete details, including the responsibilities of the parties involved in the process and the number of days allowed for completing the steps in the process, see University Procedure 13.02.99.C2.01, Student Grade Appeal Procedures (available at [http://academicaffairs.tamucc.edu/rules_procedures/assets/13.02.99.C2.01_student_grade_appeal_procedure.pdf](http://academicaffairs.tamucc.edu/rules_procedures/assets/13.02.99.C2.01_student_grade_appeal_procedure.pdf)). For complete details on the process of submitting a formal grade appeal, please visit the College of Liberal Arts website, [http://cla.tamucc.edu/about/student-resources.html](http://cla.tamucc.edu/about/student-resources.html). For assistance and/or guidance in the grade appeal process, students may contact the Associate Dean’s Office.

**Disabilities Services:** The Americans with Disabilities Act (ADA) is a federal anti-discrimination statute that provides comprehensive civil rights protection for persons with disabilities. Among other things, this legislation requires that all students with disabilities be guaranteed a learning environment that provides for reasonable accommodation of their disabilities. If you believe you have a disability requiring an accommodation, please call or visit Disability Services at (361) 825-5816 in Corpus Christi Hall 116.
If you are a returning veteran and are experiencing cognitive and/or physical access issues in the classroom or on campus, please contact the Disability Services office for assistance at (361) 825-5816.

**Statement of Academic Continuity:** In the event of an unforeseen adverse event, such as a major hurricane and classes could not be held on the campus of Texas A&M University–Corpus Christi; this course would continue through the use of Blackboard and/or email. In addition, the syllabus and class activities may be modified to allow continuation of the course. Ideally, University facilities (i.e., emails, web sites, and Blackboard) will be operational within two days of the closing of the physical campus. However, students need to make certain that the course instructor has a primary and a secondary means of contacting each student.

**Reading to Prepare for Class and Tests:** Please, read assigned text chapters before the class session assigned so that lectures and discussions will make more sense. As you read, mark your texts and take notes. That is the best way to study. This is best done before study guides are distributed prior to exams. For the textbook, we will use the Chapter Reviews and Key Terms at the end of each chapter. I will not repeat this information on a review sheet. The review sheets will include other material from the text that I believe to be important for you to know. Tests and reviews will include material from the presentations and discussions. We will not be reading the texts from front to back. We will be moving around in the chapters. So, look for the chapter numbers in the list of readings.

**Academic Advising:** The College of Liberal Arts requires that students meet with an Academic Advisor as soon as they are ready to declare a major. Degree plans are prepared in the CLA Academic Advising Center. The University uses an online Degree Audit system. Any amendment must be approved by the Department Chair and the Office of the Dean. All courses and requirements specified in the final degree plan audit must be completed before a degree will be granted. The CLA Academic Advising Office is located in Driftwood #203. For more information please call 361-825-3466.

**Office Hours and Questions:** If you have questions, do not understand a topic covered or an assignment, or are concerned about your grades, visit me in my office. I have a lot of meetings due to community, University, and research projects, but we can schedule a time to meet. I mean this. I don’t bite or at least I have not done so in the last 55 years. I will be in my office at times other than posted office hours. It is ok to ask if you can discuss your issue at those times. We may need to make an appointment, but we will get it done.

The sequence of topics listed below may be changed at any time should circumstances merit. Due to research projects, I may be required to go out of town at times that I cannot schedule at this time. When possible, I will schedule a guest for any days that I must miss. This should not short change your learning experience in any way.

**READINGS AND TOPICS**

<table>
<thead>
<tr>
<th>Date</th>
<th>Topic</th>
<th>Reading Cordner Text</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jul 3</td>
<td>Introduction</td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>Systems Theory and Analysis</td>
<td>1, 2, 3</td>
</tr>
<tr>
<td>6</td>
<td>Organizations and Organizational Structure</td>
<td>4</td>
</tr>
<tr>
<td>10</td>
<td>Management Functions</td>
<td>5, 6</td>
</tr>
<tr>
<td>11</td>
<td>Management Theories</td>
<td>10</td>
</tr>
</tbody>
</table>
12 Motivation
13 Linking it all together Communication In Organizations
17 Conflict

FIRST ARTICLE CRITIQUE DUE
18 Stress Management

EXAMINATION
19 Personnel Management and Discipline
24 Decision Making
25 Planning
26 Productivity
27 Ethics for Managers
31 Labor Relations

Aug 1 Budgeting

SECOND ARTICLE CRITIQUE DUE
2 Legal Issues
3 Futures and Planned Change

CIVIC ENGAGEMENT REPORT DUE
4 FINAL EXAMINATION
ASSIGNMENT: Each student will complete two (2) abstracts and critiques of journal articles.

You will select two Academic Journal articles and provide an abstract—critique for each article. Each abstract—critique must be between 200 and 500 words in length (1 to 2 typed, double-spaced pages). Late items will be penalized per the policy in the main body of the syllabus. The abstracts must be your own individual work. Do not plagiarize the author’s material, i.e. no direct quotes which are not credited. Try not to use quotes at all. An abstract summarizes the author’s work. A critique evaluates its usefulness and readability. This assignment is valued at 30% (15% for each critique) of your course grade.

DUE DATES:  First Critique: July 17, 2017  
Second Critique: August 1, 2017

CONTENTS: Each Abstract—Critique should include

1. Full, correct bibliographic citation of the article, using the format (APA) below:

   Author(s). (year). Article Title. *Journal Title* volume(number): pages.


2. An abstract (summary) of the contents of the article. This should include:
   a. the author(s)’ thesis or main conclusion. (What are they trying to argue or convince you about?)
   b. an outline of the logical argument used to support the thesis. (The justification of their argument, findings discovered, theories used)
   c. a description of research methods and data used.

3. An evaluation and critique of the article.

   This part is your analysis (supported opinion) of the article. The Evaluation and Critique should comment on the readability, informativeness, and usefulness of the article. Comment on style and level of presentation. Consider the article’s clarity, organization, completeness, and contribution to knowledge. Comment on the quality and usefulness of the tables, figures, footnotes and bibliography. Mention things that were done well and those things which left unanswered questions or confusion. **Do not critique the content, i.e. the opinions and conclusions of the author.**
Civic Engagement Project

During the session, the Safe Communities Campaign will participate in a variety of Health/Safety Fairs or other events. At your choice you may complete this project based on the availability of events which would permit you to engage in community service. The availability of events cannot be guaranteed by the Professor. Thus, this assignment may be modified early in the session so that every student can participate in an event that would be planned on campus.

This assignment links to Texas A&M University—Corpus Christi’s engagement goals. Faculty, staff, and students should be engaged in serving their community. Such engagement as students provides service learning opportunities and sets up a pattern of civic engagement for the rest of one’s life.

DUE DATE: Reports are due: August 3, 2017

TASK: Volunteer for a minimum of 3 hours at a Safe Communities Project event, a Health/Safety Fair and produce a brief written report on the activity.

The written report should describe the event, how you arranged to be involved in the event, and what you did at the event. The report should be at least 500 words (2 pages) in length.

An alternative to participation in an event would be to set up a presentation on a traffic safety topic that can be provided to a group on or off campus by the Safe Communities Campaign staff or yourself.